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NAVAL POSTGRADUATE SCHOOL



2009 FACT BOOK



NAVAL
POSTGRADUATE
SCHOOL

FACT BOOK AY 2009

Office of Institutional Research
Naval Postgraduate School
Herman Hall, Room 130
Monterey, California 93943
831.656.3985
www.nps.edu

INTRODUCTION

NAVAL POSTGRADUATE SCHOOL MISSION

The Naval Postgraduate School (NPS) provides high-quality, relevant and unique advanced education and research programs that increase the combat effectiveness of the Naval Services, other Armed Forces of the U.S. and our partners, to enhance our national security.

NAVAL POSTGRADUATE SCHOOL VISION

NPS is a unique graduate school — an institution dedicated to providing education and research with a focus on relevance to the defense and security arenas and on recognizing and innovatively solving problems in support of our military forces, our country's global partners, and our national security.

In October 2007, the U.S. Navy, the U.S. Marine Corps and the U.S. Coast Guard published an “historical first,” an initiative titled *A Cooperative Strategy for 21st Century Seapower*, which outlines how these services will collaborate to assist the United States in preventing wars as well as winning them, and in protecting U.S. vital interests and global prosperity. At the heart of the success of this maritime strategy are adaptability and flexibility from the unified forces, and a blend of peacetime engagement and major combat operations capabilities.

Recognizing the challenges and opportunities proposed in the maritime strategy, particularly as mission-tailored joint forces are dispersed under a decentralized authority within multinational environments, NPS also recognizes the vital role it will play in supporting the ambitious vision of the Sea Services.

Well-positioned to continue to develop as the nation's premier educational and research institution for defense and national security, the NPS Strategic Plan, *Vision for a New Century*, details the School's strategic drivers and goals through 2012 which are:

- NPS will sustain continued improvement in the quality and relevance of its graduate education and research programs
- NPS will extend education to the Total Force and to our global partners
- NPS will broaden research in national security
- NPS will seek operational excellence in financial, business, administrative and support areas.

OVERVIEW

NPS was established as the School of Marine Engineering at the U.S. Naval Academy in 1909. In 1919, the School was renamed the Naval Postgraduate School. In 1949, as part of reorganization within the Department of Defense, Congress authorized the move of NPS from Annapolis, Maryland to Monterey, California. In 1951, NPS officially opened its doors in Monterey. Since its beginning, when the School was chartered to focus on science and technology, NPS has evolved into an institution that serves naval, defense and national security related interests by providing current and future readiness, advances in technology, and educational and operational programs that directly support all facets of national defense and homeland security.

At NPS, four world-class Schools oversee fourteen academic departments that provide 63 master's and 15 doctoral degree programs and certificates to approximately 1,700 resident students, including more than 200 international students, as well as 700 distributed-learning students worldwide. Four Institutes, multiple secure research facilities and twenty-three Centers of Excellence add to the wealth of resources. Non-resident courses are delivered to students through online, web-enabled, video-tele-education systems and/or by visiting faculty. Continuous learning, refresher and transitional educational opportunities abound, and short-term executive education courses and a variety of short courses are also offered by NPS, both in Monterey and abroad.

Approximately 700 scholars and professionals, 6 percent of whom are military officers and one-third of whom are tenured or tenure-track, comprise the NPS faculty. To strengthen expertise and program relevance, and to expedite research successes at NPS, a robust mix of tenured faculty, lecturers and visiting professionals integrate teaching with research, demonstrating the immediate applicability of defense-related theories to defense-related solutions, many times resulting in patent-eligible technologies.

The NPS Board of Advisors functions as an fifteen-member federal advisory committee that provides guidance to NPS, and reports to the Secretary of the Navy via the Chief of Naval Operations and the President of NPS on matters pertaining to the School and its graduate education and research programs.

A SHORT HISTORY OF THE NAVAL POSTGRADUATE SCHOOL

The Naval Postgraduate School was established on June 9, 1909, when Secretary of the Navy George von L. Meyer signed General Order No. 27, establishing a school of marine engineering at the United States Naval Academy in Annapolis. The Navy Secretary's order placed the small program under the direction of the Naval Academy superintendent, who placed the 10 officer-students and two Navy instructors in an attic which served as a classroom and lab.

On October 31, 1912, Meyer signed Navy General Order No. 233, which renamed the school the Postgraduate Department of the Naval Academy. The order established courses of study for its 25 officer-students in ordnance and gunnery, electrical engineering radio telegraphy, naval construction, and civil and marine engineering.

In early 1944, more than a year before the first peace accord of World War II was signed, the Navy convened a board of respected senior officers and scholars to plan for post-war growth of the Naval Postgraduate School. The board's actions set the stage for landmark legislation in the 79th and 80th Congresses that transformed the Naval Postgraduate School into a degree-granting university with expanded research facilities, and its recommendations led to the purchase of the world-famous 627-acre Hotel Del Monte in Monterey. In December 1951, under the supervision of Rear Admiral Ernest Edward Herrmann, the 500 students, 100 faculty and staff and thousands of pounds of books and research equipment of the Naval Postgraduate School moved lock, stock and wind tunnel from Maryland to Monterey.

In its 100-year history, the Naval Postgraduate School has evolved into an institution that serves America's joint military services, homeland security officials, and dozens of nations. The School's educational and research programs continue to expand to meet changing Navy goals and national requirements: its innovative academic programs such as operations research and space systems have significantly influenced academe, the defense community and civilian sector. The more recent development of centers for stabilization and reconstruction studies, homeland defense and security, and the National Security Institute have greatly enhanced the Naval Postgraduate School's traditional technical programs while preparing officers for new strategic commitments. Today's Naval Postgraduate School is both an accredited university and a national asset that helps to prevent wars and to preserve global security.

ORGANIZATIONAL STRUCTURE

NPS is comprised of four graduate schools, four institutes, a Center for Executive Education, and many research centers.

THE FOUR GRADUATE SCHOOLS

The four schools – the Graduate School of Business and Public Policy (GSBPP), the Graduate School of Engineering and Applied Sciences (GSEAS), the Graduate School of Operational and Information Sciences (GSOIS), and the School of International Graduate Studies (SIGS) – were formally established in the first half of Academic Year 2001. Each school was created as a collective grouping of academic departments. In the tables to follow, curricula from each department were used to categorize prior year data and reflect historic trends in terms of the current four graduate schools.

THE FOUR RESEARCH INSTITUTES

Four Research Institutes — the MOVES Institute for Defense Modeling and Simulation, the Wayne E. Meyer Institute of Systems Engineering, the Cebrowski Institute for Innovation and Superiority, and the National Security Institute — provide specialized research venues for military-related priority projects for the Navy and DoD.

RESEARCH CENTERS

Several research centers have been established at NPS under the auspices of the Vice President and Dean of Research. A research center is a group of faculty and staff with a significant concentration of expertise in a particular area of practical applications. Every center supports the NPS educational mission and displays a clear benefit to NPS, the Navy and/or the Department of Defense.

ACCREDITATION

As an institution, NPS is accredited by the Senior College Commission of the Western Association of Schools and Colleges (WASC). That accreditation was reaffirmed in 1999 and is under review again in 2009-2010. In addition to regional accreditation, the Graduate School of Engineering and Applied Science's Electrical, Mechanical and Astronautical Engineering degree programs are reviewed and accredited by the Accreditation Board for Engineering and Technology (ABET). The Graduate School of Business and Public Policy is reviewed and accredited by the Association to Advance Collegiate Schools of Business (AACSB). The Masters in Business Administration program is additionally accredited by the National Association of Schools of Public Affairs and Administration (NASPAA).



DEFINITIONS

ACADEMIC YEAR

The NPS academic year runs from October to September with four graduation ceremonies, one for each term.

AVERAGE ON BOARD

The Naval Postgraduate School operates on a modified quarterly school year – every three months new students arrive and new classes begin. Unlike many civilian universities, the summer quarter is a full three-month quarter. These factors combine with traditional military transfers, occurring at two peak times during the year, to create widely varying numbers of student on board (i.e., enrolled) from one quarter to the next. The Average On Board (AOB) student count is derived by averaging enrollments, that is, unduplicated headcounts, from each of the four quarters. AOB is used to describe the annual trends in student numbers, primarily for those seeking a degree.

ENROLLMENT

Enrollment is the unduplicated student headcount for a single quarter. Much of the data collected for comparison purposes by the federal government, accrediting agencies and other organizations are based on the fall term. For most institutions, the fall term, beginning in August or September, is the term of highest enrollment. Because of the unique four-quarter academic year at NPS, the term of highest enrollment is the summer (or fourth) quarter which begins in July and ends in September. Fourth quarter data are provided to those above-mentioned agencies requesting data. These data are also provided in the tables that follow.

DISTANCE (OR DISTRIBUTED) LEARNING

Distance Learning consists of non-traditional delivery methods that expand learning beyond the traditional classroom: online, web-based technologies, short courses, outreach programs by visiting NPS faculty, and video-tele-education courses.

BOARD OF ADVISORS

Board Member	Title	Affiliation
Vice Adm. Lee Gunn, USN (Ret.)*	President	Institute for Public Research, CNA Corp.
Mr. Walter Anderson	Consultant	
Mr. Michael Bayer	President/CEO	Dumbarton Strategies
Honorable Dr. Jack Borsting	Professor & Dean Emeritus	University of Southern California
Rear Adm. Nevin Carr, USN	Chief of Naval Research	Office of Naval Research
Vice Adm. Mark Ferguson, USN	Deputy Chief	Chief of Naval Personnel
Dr. Robert R. Fossum	Consultant	
Vice Adm. David E. Frost, USN (Ret.)	President	Frost & Associates
Dr. Elisabeth Paté-Cornell	Professor and Chair	Stanford University
Lt. Gen. Allen G. Peck, USAF	Commander	Air University
Vice Adm. Ann E. Rondeau, USN	President	National Defense University
Dr. Graham Spanier	President	Pennsylvania State University
MG(Sel) Melvin Spiese	Commanding General	Training & Education Command
MG Robert Williams, USA	Commandant	Army War College
Honorable G. Kim Wincup	Vice President	Science Applications International Corp.
* Denotes Board Chair		

DEGREE OFFERINGS

THE GRADUATE SCHOOL OF BUSINESS & PUBLIC POLICY

Executive Master of Business Administration
Master of Business Administration
Master of Executive Management

MS Contract Management
MS Management
MS Program Management

THE GRADUATE SCHOOL OF ENGINEERING AND APPLIED SCIENCES

Astronautical Engineer's Degree
Electrical Engineer's Degree
Mechanical Engineer's Degree
MEng Electrical Engineering
MS Applied Mathematics
MS Applied Physics
MS Applied Science (Acoustics)
MS Applied Science (Operations Research)
MS Applied Science (Physical Oceanography)
MS Applied Science (Signal Processing)
MS Astronautical Engineering
MS Combat System Technology
MS Computer Engineering
MS Computer Science
MS Electrical Engineering (MSEE)
MS Electrical Engineering (Space Systems -Engineering)
MS Engineering Acoustics
MS Engineering Science
MS Engineering Science (Astronautical Engineering)
MS Engineering Science (Electrical Engineering)
MS Engineering Science (Mechanical Engineering)

MS Engineering Systems
MS Joint Meteorology & Physical Oceanography
MS Mechanical Engineering
MS Mechanical Engineering w/TSEE
MS Meteorology
MS Physical Oceanography
MS Physics
MS Space Systems Operations
MS Systems Engineering
MS Systems Engineering Management-
Engineering, Product Development
PhD Applied Math
PhD Applied Physics
PhD Astronautical Engineering
PhD Electrical Engineering
PhD Engineering Acoustics
PhD Mechanical Engineering
PhD Meteorology
PhD Physical Oceanography
PhD Physics

THE GRADUATE SCHOOL OF OPERATIONS & INFORMATION SCIENCES

BS Computer Science
MS Applied Science (Operations Research)
MS Computer Science
MS Computing Technology
MS Defense Analysis
MS Electronic Warfare Systems Engineering
MS Human Systems Integration
MS Information Operations
MS Information Systems and Operations
MS Information Warfare Systems Engineering
MS Modeling Virtual Environments and Simulation

MS Operations Research
MS Remote Sensing Intelligence
MS Software Engineering
MS Systems Technology (Cmd, Ctrl, Comm)
MS Systems Engineering Analysis
MSA Master of System Analysis
PhD Computer Science
PhD Information Sciences
PhD Modeling Virtual Environments and Simulation
PhD Operations Research
PhD Software Engineering

THE SCHOOL OF INTERNATIONAL GRADUATE STUDIES

MA Security Studies (Europe & Eurasia)
MA Security Studies (Far East, SE Asia, the Pacific)
MA Security Studies (Mid East, S Asia, Sub-Saharan Africa)
MA Security Studies (Western Hemisphere)
MA Security Studies (Civil-Military Relations)
MA Security Studies (Counter-Terrorism Policy
& Strategy)

MA Security Studies (Defense Decision-Making and
Planning)
MA Security Studies (Homeland Security and
Defense)
MA Security Studies (Stabilization &
Reconstruction)
PhD Security Studies

OTHER

MS Systems Engineering Analysis

QUICK FACTS 2009

ORGANIZATION LEADERSHIP

President: Daniel T. Oliver, Vadm, USN, Retired
EVP and Provost: Dr. Leonard Ferrari
Chief of Staff: A. Pete Boerlage, Col., USAF
Dean of Students: Janice Wynn, Capt., USN

STUDENTS AVERAGE ON BOARD

1,489 resident students
(including 213 international students)

DISTANCE (DISTRIBUTED) LEARNING PROGRAMS

967 (706 degree & 261 certificate) students participating in degree or certificate programs, and thousands of other students in short courses at NPS, in other U.S. locations, and other nations

TOTAL NUMBER OF DEGREES AWARDED

Master: 1,153
PhD: 21
Engineer: 5

GRADUATION RATE(resident):

Average Graduation Rate.....90%
Average Time to Degree.....20 months

NPS GRADUATES

More NASA astronauts graduated from NPS than any graduate institution in the world.
Degrees Conferred by Service:

USA

USA/R	96
USAF	137
USMC	90
USN/R	462
USCG	8
Civilian	218

USA Total 1,011

International

Army	47
Air Force	36
Navy	63
Civilian	22

International Total 168

Grand Total 1,179

FACULTY

708 tenure, tenure-track, and non-tenure faculty (includes administrative faculty). 4% of tenure-track full professors are distinguished. An additional 6% of instructional faculty are military-- bringing operational expertise

STAFF

508 GS/Wage Grade/NSPS staff members
(396 Full-Time and 112 Part-Time)

CONTRACTORS

167 Full-Time Equivalents

RESEARCH

20 Cooperative Research & Development Agreements (CRADA)
Over \$200 million in sponsored program funding
Research at NPS is valuable to improving the national security of the United States.

FINANCES

Operating budget: \$494.9 million including military salary
Direct Authorization: \$96.2 million without military salary
Reimbursable Authorization: \$207.0 million

ACADEMIC FACILITIES

77 classrooms that offer media technology
13 classrooms with video-teleconferencing
140 laboratories includes research/teaching
3 classified facilities

ACCREDITATION

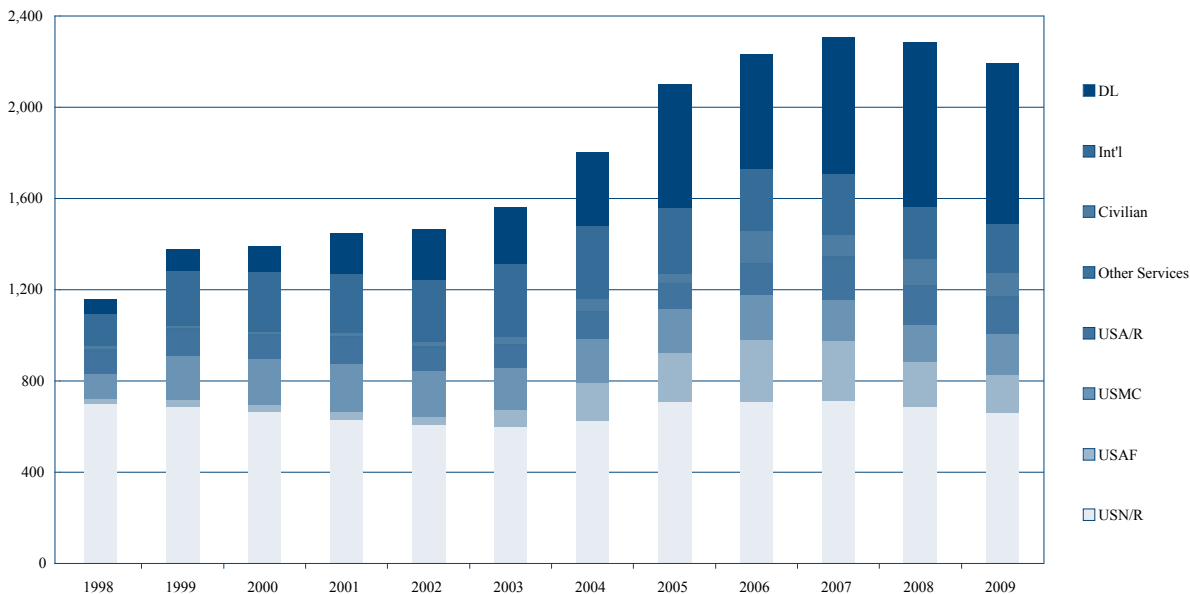
Western Association of Schools and Colleges (WASC)
Accreditation Board for Engineering and Technology (ABET)
The Association to Advance Collegiate Schools of Business (AACSB)
National Association of Schools of Public Affairs and Administration (NASPAA)

Source: Office of the Registrar



STUDENTS

AVERAGE ON BOARD STUDENT POPULATION BY SERVICE ALL DEGREES STUDENTS TRENDS SINCE 1998



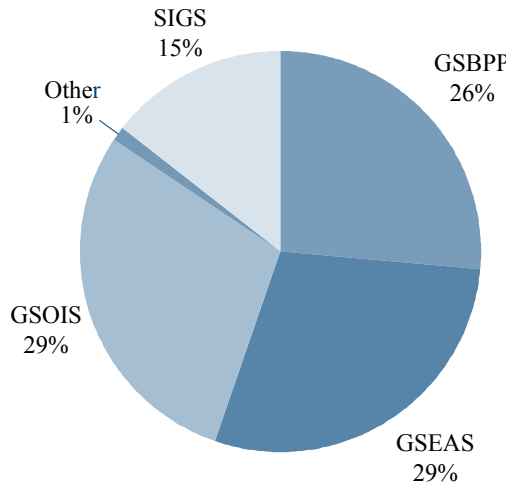
	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
USN/R	701	685	665	629	607	597	624	709	707	713	685	660
USAF	21	35	31	35	39	79	168	216	273	263	201	166
USMC	109	190	200	215	198	182	195	192	200	180	163	178
USA/R	97	109	102	109	98	95	116	108	132	179	163	158
Other Services	12	13	10	12	13	8	6	6	8	11	10	10
Civilian	13	12	10	13	17	30	49	41	137	93	114	104
International	142	239	261	256	272	323	323	290	275	267	230	213
Total Residents	1,095	1,283	1,279	1,269	1,244	1,314	1,481	1,562	1,732	1,706	1,566	1,489
Distributed Learning	64	95	111	180	221	247	322	541	501	600	719	707
Grand Totals	1,159	1,378	1,390	1,449	1,465	1,561	1,803	2,103	2,233	2,306	2,285	2,196

DEGREE PROGRAM STUDENTS BY TYPE OF ENROLLMENT AVERAGE ON BOARD TRENDS SINCE 1998

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Full Time Residents	1,095	1,283	1,279	1,269	1,244	1,314	1,481	1,560	1,732	1,739	1,566	1,489
Distributed Learning	64	95	111	180	221	247	322	523	501	847	719	707
Total	1,159	1,378	1,390	1,449	1,465	1,561	1,803	2,083	2,233	2,586	2,285	2,196

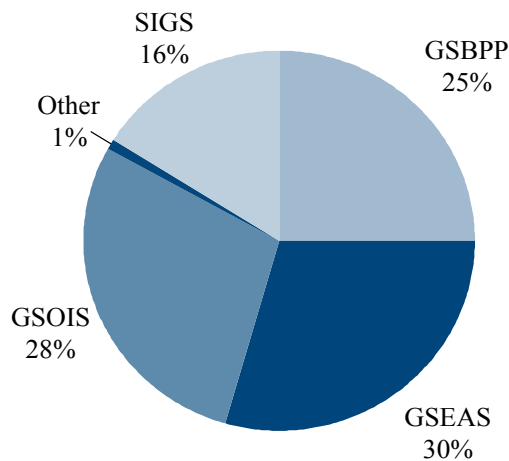
Source: Office of the Registrar & Office of Institutional Research

DEGREE PROGRAM STUDENTS BY SCHOOL PEAK QUARTER ENROLLMENT, SUMMER 2009



SCHOOL	Full-Time Resident	Distance Learning	TOTAL
Graduate School of Business and Public Policy	259	334	593
Graduate School of Engineering and Applied Sciences	383	260	643
Graduate School of Operational and Information Systems	572	84	656
School of International Graduate Studies	298	28	326
Other	20	0	20
Total	1,532	706	2,238

DEGREE PROGRAM STUDENTS BY SCHOOL AVERAGE ON BOARD 2009



SCHOOL	Full-Time Resident	Distance Learning	Total
Graduate School of Business and Public Policy	239	310	549
Graduate School of Engineering and Applied Sciences	374	275	649
Graduate School of Operational and Information Systems	538	88	626
School of International Graduate Studies	318	34	352
Other	20	0	20
Total	1,489	707	2,196

Source: Office of the Registrar & Office of Institutional Research



RESIDENT DEGREE STUDENTS BY SCHOOL AND SERVICE PEAK QUARTER ENROLLMENT, SUMMER 2009

SCHOOL	NAVY	MARINE CORPS	ARMY	AIR FORCE	CIVILIAN	INT'L	OTHER	TOTAL
Graduate School of Business and Public Policy	137	46	20	16	4	34	2	259
Graduate School of Engineering and Applied Sciences	253	22	18	17	14	57	2	383
Graduate School of Operational and Information Systems	217	94	113	23	19	103	3	572
School of International Graduate Studies	49	34	22	92	68	31	2	298
Other	19	-	-	-	-	1	-	20
Total	675	196	173	148	105	226	9	1,532
Total %	44%	13%	11%	10%	7%	15%	1%	100%

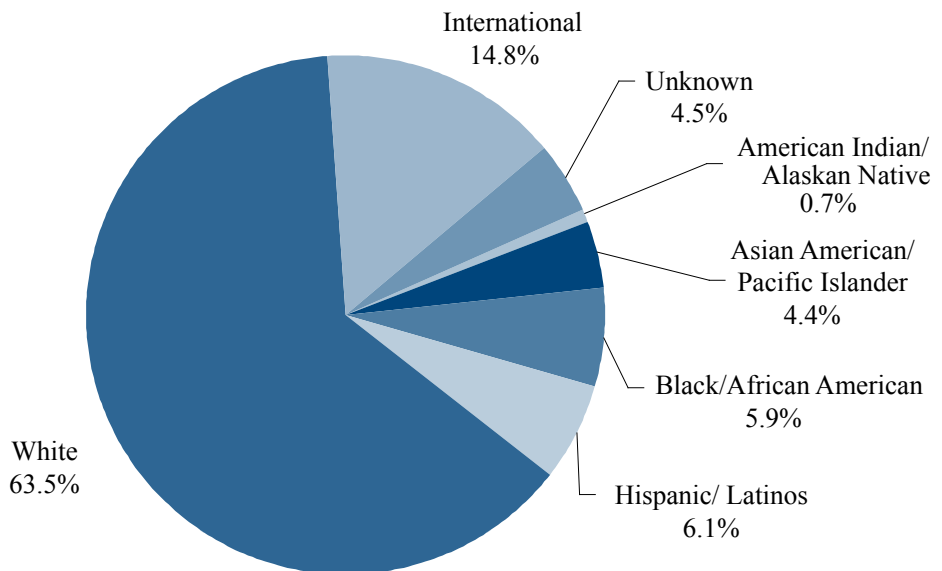
RESIDENT DEGREE STUDENTS BY SCHOOL AND SERVICE AVERAGE ON BOARD 2009

SCHOOL	NAVY	MARINE CORPS	ARMY	AIR FORCE	CIVILIAN	INT'L	OTHER	TOTAL
Graduate School of Business and Public Policy	125	41	20	13	4	35	1	239
Graduate School of Engineering and Applied Sciences	239	20	15	22	14	62	3	374
Graduate School of Operational and Information Systems	220	83	101	18	23	91	3	538
School of International Graduate Studies	59	34	22	113	63	25	3	318
Other	18	-	-	-	-	1	-	20
Total	660	178	158	166	104	213	10	1489
Total %	44%	12%	11%	11%	7%	14%	1%	100%

Source: Office of the Registrar & Office of Institutional Research

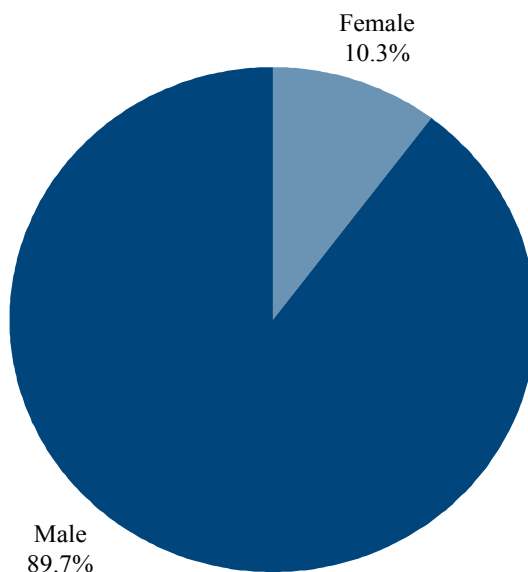
RESIDENT DEGREE STUDENTS BY ETHNICITY

PEAK QUARTER ENROLLMENT, SUMMER 2009



RESIDENT DEGREE STUDENTS BY GENDER

PEAK QUARTER ENROLLMENT, SUMMER 2009



Source: Office of the Registrar & Office of Institutional Research

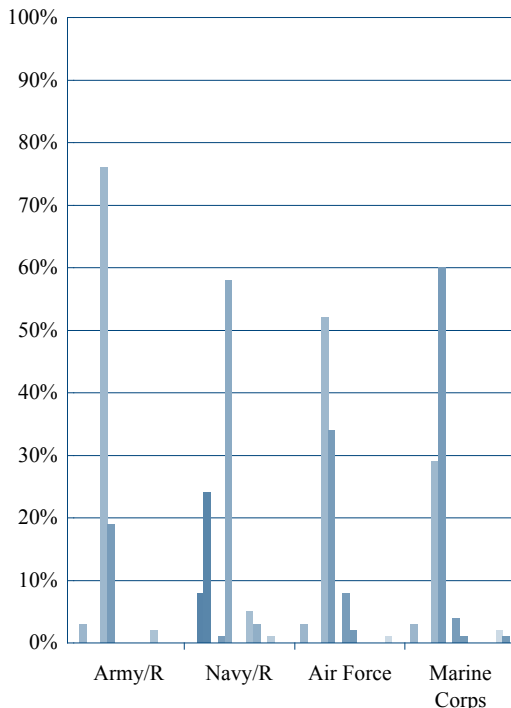
CURRICULA BY U.S. & INTERNATIONAL 2009 ENROLLMENT

Programs	U.S. Military	International Military & Civilian	U.S. Civilian
Systems Engineering & Analysis	*	*	*
Operations Analysis	*	*	*
Joint Operational Logistics	*	*	
Human Systems Integration	*	*	*
Joint Cmd, Cntrl, Comm, Comp/Intel (C4I) Sys	*	*	
Computer Science	*	*	*
Software Engineering (Resident & DL)	*	*	*
Information Systems & Technology	*	*	*
Meteorology	*	*	*
Meteorology and Oceanography	*	*	
Applied Mathematics	*	*	*
Modeling, Virtual Environments & Simulation	*	*	*
Oceanography	*	*	*
Information Sciences	*	*	*
Combat Systems Science & Technology	*	*	*
Naval/Mechanical Engineering	*	*	
Systems Engineering	*	*	
Electronics Systems Engineering	*	*	*
Information Warfare	*	*	
Middle East, South Asia, Sub-Saharan Africa	*	*	*
Far East, Southeast Asia, Pacific	*	*	
Europe and Eurasia	*	*	*
Stabilization and Reconstruction	*	*	
Defense Decision-Making and Planning	*	*	*
Combating Terrorism: Policy and Strategy	*	*	
Security Studies	*	*	
Special Operations	*	*	
Executive Master of Business Administration (DL)	*	*	*
Acquisition & Contract Management	*	*	
Systems Acquisition Management	*	*	
Supply Chain Management	*	*	
Material Logistics Support Management	*	*	
Financial Management	*	*	*
Manpower Systems Analysis	*	*	
Information Systems Management MBA	*	*	
Systems Engineering (DL)	*		*
Space Systems Operations (DL)	*		*
Information Systems & Operations	*		
Computing Technology (DL)	*		*
Systems Analysis (DL)	*		*
Space Systems Operations	*		
Undersea Warfare	*		
Reactors-Mechanical/Electrical Engineering (DL)	*		*
Mechanical Engineering for Nuclear Trained Officers (DL)	*		
Space Systems Engineering	*		*
Western Hemisphere	*		
Homeland Security and Defense	*		
Homeland Defense and Security	*		*
Joint Information Operations	*		
Systems Engineering Management-PD21 (DL)	*		*
Executive Master of Business Administration (DL-Civ)	*		*
Defense Business Management	*		*
Transportation Management	*		
Defense Systems Analysis	*		
Contract Management (DL)	*		*
Program Management (DL)	*		*
Undersea Warfare (International)		*	
Electronic Warfare Systems International		*	
Civil-Military Relations		*	
Defense Systems Management (Intl)		*	
Resource Planning/Mgmt for International Defense		*	
Computer Science (DL)			*
Electronic Systems Engineering (DL)			*

**DL Distance Learning*

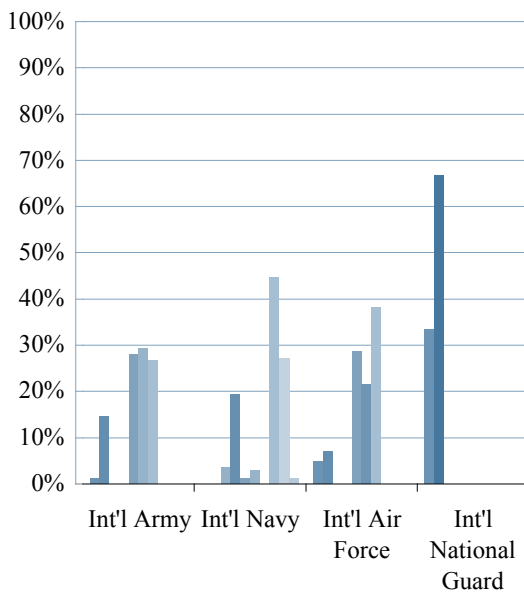
Source: Office of Institutional Research

US MILITARY FORCES BY RANK AND SERVICE PEAK QUARTER ENROLLMENT, SUMMER 2009



Rank	Army/R	Navy/R	Air Force	Marine Corps
Colonel	-	-	-	1%
Lt. Colonel	3%	-	3%	3%
Commander	-	8%	-	-
Lt. Commander	-	24%	-	-
Major	76%	-	52%	29%
Captain	19%	1%	34%	60%
Lieutenant	-	58%	-	-
1st Lieutenant	-	-	8%	4%
2nd Lieutenant	-	-	2%	1%
Lt. Jr. Grade	-	5%	-	-
Ensign	-	3%	-	-
CW02, 03	2%	-	-	-
P01, 02 & 03	-	1%	-	-
Technical Sgt.	-	-	1%	2%
Total	100%	100%	100%	100%

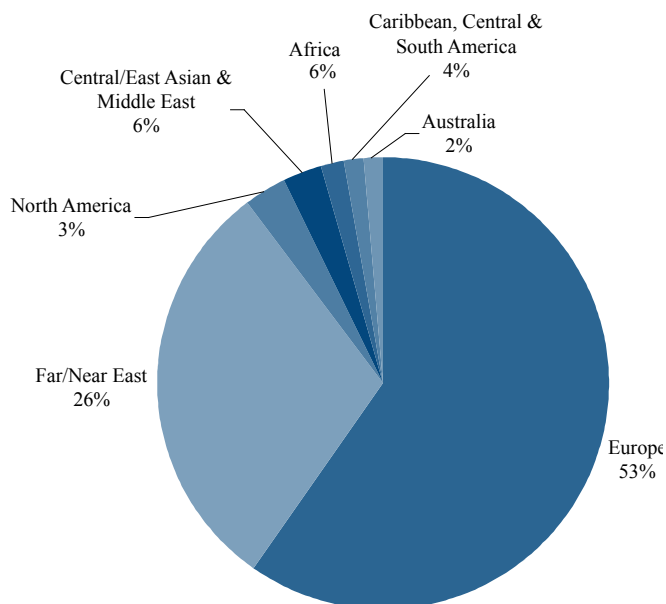
INTERNATIONAL MILITARY FORCES BY RANK AND SERVICE PEAK QUARTER ENROLLMENT, SUMMER 2009



Rank	Int'l Army	Int'l Navy	Int'l Air Force	Int'l National Guard
Colonel	1%	-	5%	33%
Lt. Colonel	15%	-	7%	67%
Commander	-	4%	-	-
Lt. Commander	-	19%	-	-
Major	28%	1%	29%	-
Captain	29%	3%	21%	-
1st Lieutenant	27%	-	38%	-
Lieutenant	-	45%	-	-
Lieutenant Jr. Grade	-	27%	-	-
Ensign	-	1%	-	-
Total	100%	100%	100%	100%

Source: Office of Institutional Research

INTERNATIONAL STUDENTS BY REGION PEAK QUARTER ENROLLMENT, SUMMER 2009



Australia

Australia	4
Total	4

North America

Canada	3
Mexico	3
Total	6

Central/East Asian & Middle East

Bahrain	3
Israel	1
Jordan	1
Pakistan	1
Saudi Arabia	4
United Arab Emirates	3
Total	13

Africa

Cameroon	1
Kenya	4
Nigeria	2
Tanzania	1
Tunisia	5
Total	13

Europe

Albania	1
Azerbaijan	2
Bosnia-Herzegovina	1
Czech Republic	1
Georgia	1
Germany	12
Greece	47
Hungary	4
Latvia	1
Norway	1
Poland	1
Portugal	4
Spain	2
Sweden	1
Switzerland	1
Turkey	40
Ukraine	1
United Kingdom	1
Total	122

Far/Near East

India	1
Japan	1
Korea	12
Mongolia	1
Nepal	2
Philippines	1
Singapore	30
Taiwan	9
Thailand	2
Total	59

Caribbean, Central & South America

Brazil	5
Chile	1
Colombia	3
Total	9

Source: Office of the Registrar

SHORT-TERM & CERTIFICATE COURSE PROGRAMS

GLOBAL OUTREACH, FY 2009

MOBILE EDUCATION TEAMS (METs)

51,000 U.S. students instructed: Regional Security Education (RSEP)

10,937 U.S. students instructed: Leadership Development and Education for Sustained Peace (LDESP)

181 METs with 5,806 participants

Visited 58 countries

- International Defense Management Course
- Budget Preparation, Execution & Accountability
- Post-Conflict Job Creation
- Civil-Military Response to Terrorism
- Civil-Military Pre-Survey
- Civil-Military Relations
- International Negotiations
- Building Linkages Between the Legislature and the Military
- Peace Support Operations
- Preparing for Peace Keeping
- Defense Reform Work Plan Development
- Joint Humanitarian Operations
- Regional Security Threats
- Maritime Terrorism

ON-CAMPUS SHORT COURSES

43 In-resident courses with 1,012 participants

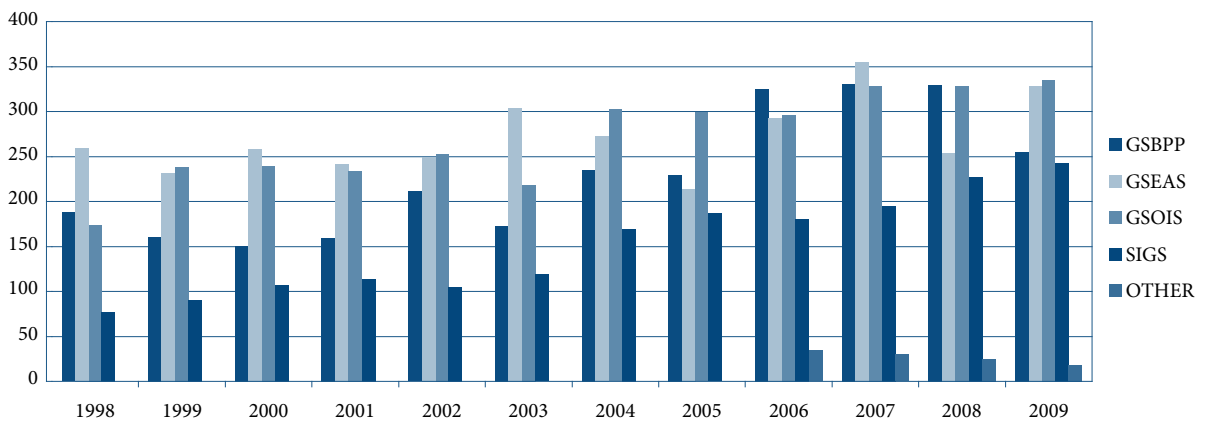
- Defense Resource Management Course
- Senior Defense Resources Management Course
- Defense Restructuring
- Planning Peace Operations
- Streamlining Government through Outsourcing and Privatization
- Principles of Defense Acquisition
- International Defense Transformation
- Stabilization and Reconstruction
- Principles of Procurement and Contracting

OVERALL

Participants from 122 countries (METs, Short Courses, Graduate Students)



DEGREES CONFERRED BY ACADEMIC SCHOOL TREND SINCE 1998



SCHOOLS	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Graduate School of Business and Public Policy (GSBPP)	188	160	151	159	211	173	235	230	325	331	330	255
Graduate School of Engineering and Applied Sciences (GSEAS)	259	232	258	242	250	304	273	214	293	355	254	328
Graduate School of Operational and Information Sciences (GSOIS)	174	238	239	234	253	218	302	299	296	329	328	335
School of International Graduate Studies (SIGS)	77	90	107	114	105	119	169	187	180	195	227	243
Other	-	-	-	-	-	-	-	-	34	30	25	18
Total	698	720	755	749	819	814	979	930	1,128	1,240	1,164	1,179

Source: Office of Institutional Research



DEGREES CONFERRED ACADEMIC YEAR 2009

DEGREE	TOTAL	DEGREE (continued)	TOTAL
EE Electrical Engineering	4	MS Human Systems Integration	9
EMBA Master of Business Administration	93	MS Information Operations	13
M Computer Technology	6	MS Information Systems and Operations	5
M Systems Analysis	37	MS Information Technology Management	36
M Systems Engineering	1	MS Information Warfare Systems Engineering	9
MA Sec Studies (Combating-Terrorism: Policy & Strategy)	1	MS Management	29
MA Sec Studies (Mid East, S Asia, Sub-Saharan Africa)	46	MS Mechanical Engineering	31
MA Security Studies (Civil-Military Relations)	3	MS Meteorology	15
MA Security Studies (Defense Decision-Making and Planning)	38	MS Meteorology and Physical Oceanography	12
MA Security Studies (Europe and Eurasia)	22	MS Modeling Virtual Environments and Simulation	16
MA Security Studies (Far East, SE Asia, the Pacific)	38	MS Operations Research	68
MA Security Studies (Homeland Security and Defense)	71	MS Physical Oceanography	7
MA Security Studies (Stabilization & Reconstruction)	6	MS Physics	7
MA Security Studies (Western Hemisphere)	18	MS Program Management	13
MBA Master of Business Administration	112	MS Software Engineering	2
ME Mechanical Engineering	1	MS Space Systems Operations	13
MS Applied Mathematics	12	MS Sys Technology	10
MS Applied Physics	31	(Command, Control & Communications)	
MS Astronautical Engineering	8	MS Systems Engineering	80
MS Combat Systems Technology	6	MS Systems Engineering Analysis	18
MS Computer Science	35	MS Systems Engineering Management	20
MS Contract Management	8	PhD Astronautical Engineering	1
MS Defense Analysis (Information Operations)	4	PhD Computer Science	3
MS Defense Analysis (Irregular Warfare)	32	PhD Electrical Engineering	6
MS Defense Analysis (National Security Affairs)	11	PhD Mechanical Engineering	3
MS Defense Analysis (Terrorist Operations Irregular Warfare)	25	PhD Meteorology	1
MS Electrical Engineering	42	PhD Modeling Virtual Environments and Simulation	2
MS Electrical Warfare Systems Engineering	8	PhD Operations Research	2
MS Engineering Acoustics	7	PhD Physics	1
MS Engineering Science (Electrical Engineering)	1	PhD Software Engineering	2
MS Engineering Science (Mechanical Engineering)	4		
MS Engineering Systems	14		

Grand Total

1,179

Source: Office of Institutional Research

NPS HALL OF FAME HONOREES

The NPS Hall of Fame recognizes the accomplishments of NPS's most distinguished alumni and friends who, through the attainment of positions at the highest levels of public service, have made the greatest contributions to society, their nations and to the Naval Postgraduate School.

- Honorable Dan Albert (Presented 23 Feb 07)
- Vice Admiral Arthur Cebrowski (Ret) (Presented 13 Jan 03)
- General John A. Gordon (Ret) (Presented 16 Sep 04)
- General Michael Hagee (Presented 23 May 09)
- Professor Pao Chuen Lui (Presented 28 Mar 02)
- Admiral Henry Mauz (Ret) (Presented 19 Nov 03)
- Admiral Wayne E. Meyer (Ret) (Presented 23 Feb 06)
- Admiral Mike Mullen (Presented 11 Aug 09)
- The Honorable James Roche, Captain USN (Ret) (Presented 27 Sep 01)
- Admiral James D. Watkins (Ret) (Presented 20 Apr 05)
- The Honorable Thomas White (Presented 27 Sep 01)

SELECTED DISTINGUISHED ALUMNI

NAME	ACHIEVEMENTS
ADM Stanley Arthur, USN (Ret)	Former Vice Chief of Naval Operations
CAPT Jeffrey Bacon, USN (Ret)	Creator of Broadside Cartoons
VADM Roger F. Bacon, USN (Ret)	Former Assistant Chief of Naval Operations for Undersea Warfare
VADM Phillip Balisle, USN	Former Commander, Naval Sea Systems Command
RADM Stanley Bozin, USN	Director, Office of Budget Office of the Assistant SECNAV for Financial Management and Comptroller
RADM Michael A. Brown, USN	Deputy Assistant Secretary for Cyber Security and Communication
VADM Nancy E. Brown, USN	Director, Command, Control, Communications and Computer Systems
CAPT Daniel W. Bursch, USN (Ret)	Astronaut, Veteran of four space flights and Expedition 4, a six and a half month stay aboard the International Space Station, NPS Centennial Spokesperson.
Professor Lui Pao	Inaugural winner of the Teaching Excellence Award
RDML Philip J. Coady Jr., USN (Ret)	Former Director of the Navy's Surface Warfare Division
RADM Dan W. Davenport, USN	Director, Joint Concept Development and Experimentation
RDML Patrick W. Dunne, USN	Former President, Naval Postgraduate School
VADM Mark E. Ferguson, III, USN	Chief of Naval Personnel
CAPT Stephen Frick, USN	Astronaut, Veteran of 2 space flights to the International Space Station
RADM James B Greene Jr. USN (Ret)	Acquisition Chair of Naval Postgraduate School

SELECTED DISTINGUISHED ALUMNI (CONTINUED)

VADM Lee F. Gunn, USN (Ret)	Former Inspector General of the Department of the Navy
RADM Charles S. Hamilton II, USN	Former Program Executive Officer for Ships (PEO Ships)
RADM Cecil D. Haney, USN	Director, Submarine Warfare Division
RADM Elizabeth A. Hight, USN	Vice Director, Defense Information Systems Agency
Col David Hilmers, MD, USMC (Ret)	Astronaut, physician and veteran of 4 space flights
CAPT Sam Houston, USN (Ret)	Apollo 11 hero, using his meteorological knowledge helped divert a catastrophic splashdown of Apollo 11
VADM Thomas J. Hughes, USN	Former President and CEO Navy Federal Credit Union
CAPT Wayne P. Hughes, Jr., USN (Ret)	Former Dean of the Graduate School of Operational Information and Sciences
VADM Harvey E. Johnson, Jr., USCG (Ret)	Vice President for National Preparedness and Response Solutions at BAE Systems
RADM John M. Kelly, USN	Commander of the Naval Warfare Development
Command LtGen Richard S. Kramlich, USMC	Director of Marine Corps Staff and innovator of USMC operational capabilities and solutions
RADM William Landay III, USN	Former Program Executive Officer, Ships (PEO Ships)
CAPT Donald M. Layton, USN (Ret)	Developed innovative methods for SIGINT shadowing of \ Japanese fleet movements
LtGen Chan Lee, ROKAF	Superintendent of the Republic of Korea Air Force Academy
RADM Michael A. LeFever, USN	Commander, Office of the Defense Representative, Pakistan
VADM Keith W. Lippert, USN	Director of the Defense Logistics Agency
CAPT Michael Lopez-Alegria, USN	Astronaut, veteran of three space flights and a 7 month mission aboard the International Space Station
RADM Archer M. Macy, Jr., USN	Director of the Joint Integrated Air and Missile Defense Organization
VADM Justin McCarthy SC, USN	Director, Material Readiness and Logistics
LtCol (Ret) Carlos Noriega, USMC	Astronaut, veteran of two space flights
ADM Eric T. Olson, USN	First Naval Officer to command US Special Operations Command and first Navy Seal 3 and 4 star admiral
CAPT Alan Poindexter, USN	Astronaut, veteran of two space flights
CAPT (Ret) Kenneth Reightler, Jr. USN	Astronaut, veteran of two spaceflights
CAPT (Ret) Winston Scott, USN	Astronaut, veteran of two space flights and author of “Reflections from Earth Orbit”
RADM Kenneth Slaght, USN	Commander, Space and Naval Warfare Systems Command
VADM Stanley Szemborski, USN	Principal Deputy Director, Program Analysis and Evaluation
VADM Patricia A. Tracey, USN (Ret)	The first and only woman in the U.S. Navy to achieve the rank of Vice Admiral
LTG Thomas R. Turner, USA	The former commanding general of the United States Army North, Fort Sam Houston, Texas
MG Michael A. Vane, USA	Chief of Staff for Doctrine, Concepts, and Strategy, and former Commanding General, US Army North (Fifth Army)
GEN William S. Wallace, USA	Retired four-star general in the United States Army
COL Jeff Williams, USA (Ret).	Astronaut, veteran of one shuttle mission and two six month tours aboard the International Space Station
CAPT John A. Zangardi, USN	Former Deputy Director Warfare Integration Programs

Source: NPS Alumni Relations Office

FACULTY



FACULTY BY RANK

Rank	GSBPP	GSEAS	GSOIS	SIGS	INSTITUTES	ADMIN	TOTAL
TENURE TRACK							
Distinguished Professor	-	4	-	-	-	-	4
Professor	10	53	29	11	-	4	107
Associate Professor	15	30	28	16	-	3	92
Assistant Professor	12	9	13	16	-	1	51
Total	37	96	70	43	-	8	254
NON-TENURE TRACK							
Research Professor	-	17	15	2	25	1	60
Research Associate Professor	1	8	11	1	8	-	29
Research Assistant Professor	1	9	5	3	-	-	18
Research Associate	-	33	43	9	33	4	122
Senior Lecturer	19	15	18	20	3	6	81
Lecturer	17	10	13	12	-	2	54
Research Assistant	-	5	15	1	12	2	35
Visiting Faculty	14	4	6	-	-	-	24
Administration	-	-	-	-	-	31	31
Total	52	101	126	48	81	46	454
Grand Total	89	197	196	91	81	54	708

Graduate School of Business and Public Policy (GSBPP)

Graduate School of Engineering and Applied Sciences (GSEAS)

Graduate School of Operational and Information Sciences (GSOIS)

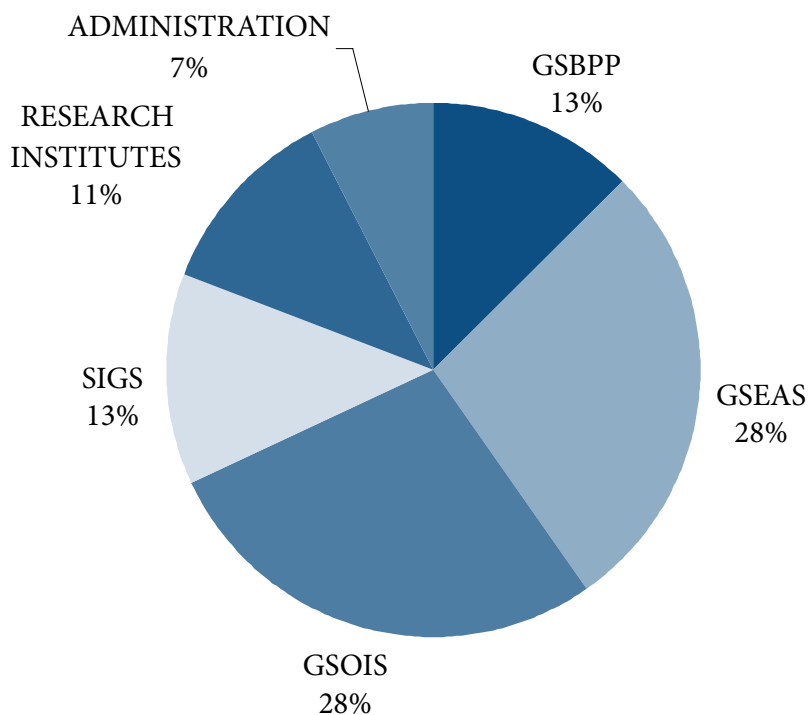
School of International Graduate Studies (SIGS)

Source: Office of Academic Planning as of Dec 2009 & Office of Institutional Research

TENURE TRACK vs. NON-TENURE TRACK FACULTY BY SCHOOL

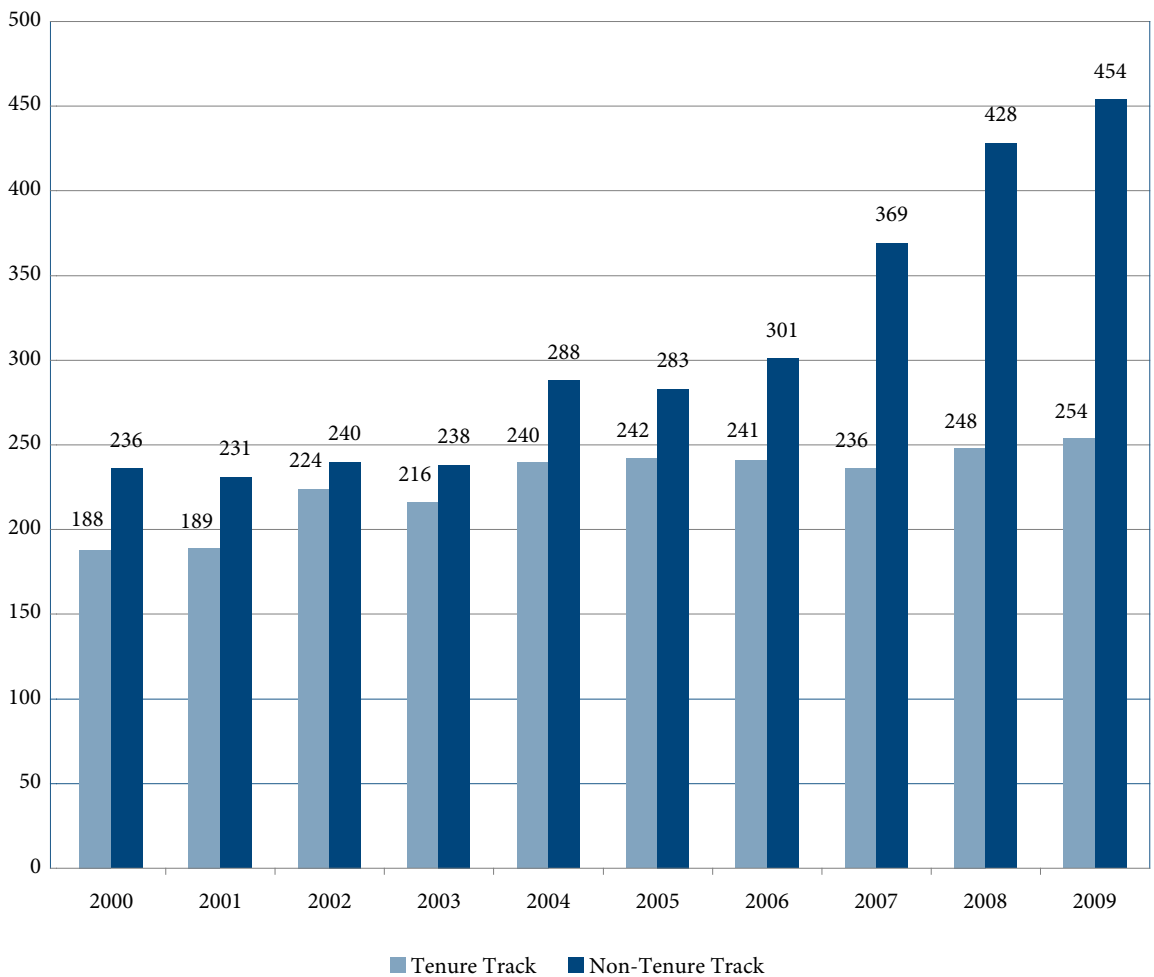
SCHOOL	TENURE TRACK	NON-TENURE TRACK	TOTAL
Graduate School of Business and Public Policy (GSBPP)	37	52	89
Graduate School of Engineering and Applied Sciences (GSEAS)	96	101	197
Graduate School of Operational and Information Sciences (GSOIS)	70	126	196
School of International Graduate Studies (SIGS)	43	48	91
Research Institutes & Centers	-	81	81
Administration	8	46	54
Total	254	454	708

FACULTY DISTRIBUTION BY SCHOOL



Source: Office of Academic Planning as of Dec 2009 & Office of Institutional Research

TENURE TRACK/NON-TENURE TRACK FACULTY TRENDS SINCE 2000



STUDENT FACULTY RATIO (SFR) BY SCHOOL AVERAGE ON BOARD, 2009

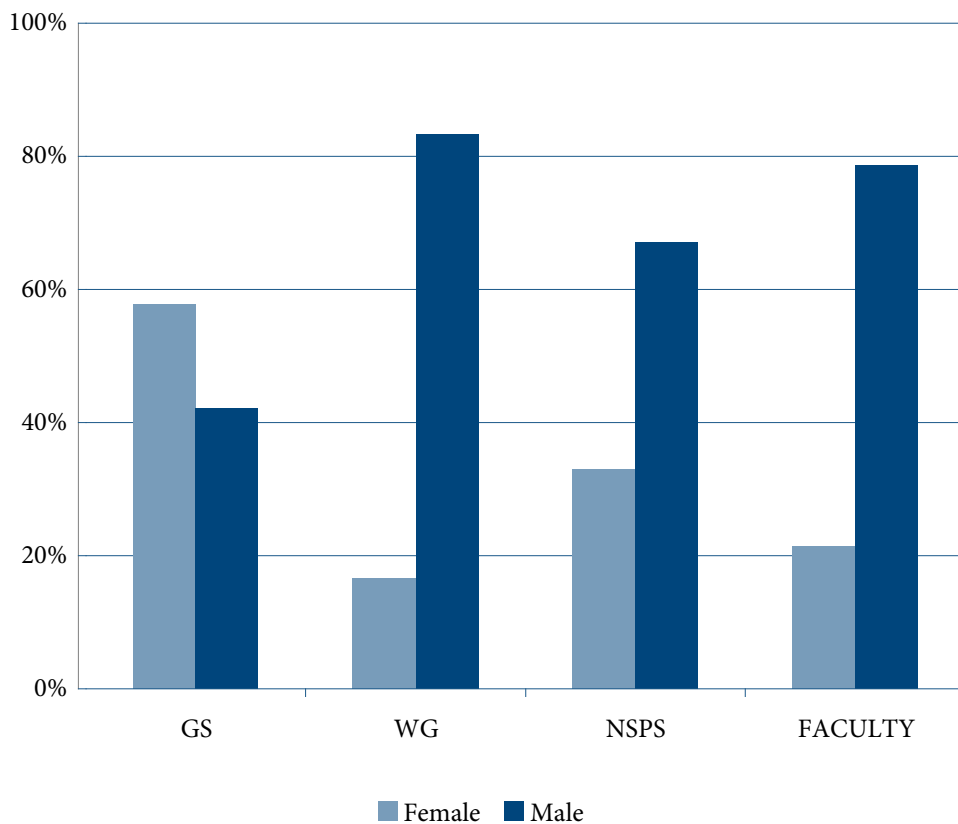
School	Ratio
GSBPP	10.1
GSEAS	6.9
GSOIS	10.0
SIGS	6.8
Overall	8.3

Source: Office of Academic Planning as of Dec 2009 and Office of Institutional Research

FACULTY & STAFF 2009 BY ETHNICITY

	African American	American Indian	Asian & Pacific Islander	Hispanic	White	Unknown	Total
NPS GS	42	4	73	51	217	30	417
NPS WG	-	-	1	-	5	-	6
NPS NSPS	2	-	6	-	55	22	85
NPS FACULTY	4	2	47	17	479	159	708
Total	48	6	127	68	756	211	1,216

FACULTY AND STAFF 2009 BY GENDER



GS = General Schedule Employees

WG = Wage Grade Employees

NSPS = National Security Personnel System

Source: Office of Institutional Research



RESOURCES

SIZE OF NPS SYSTEMS

MULTIPLE NETWORKS

EDU – nps.edu - CENIC

HPR – hpr.nps.edu - CENIC

MIL – nps.navy.mil - DREN

Public (for guests) – public.nps.edu - CENIC

WIRELESS

DoDNet – Monterey DoD Interconnect –

DMDC, PERSEREC, DLI, NRL, FNMOC, NPS

PACBell Research Network

ACCOUNTS: (USER ACCOUNTS)

Staff 983

Faculty 705

Resident Students 2,479

Distance Learning Students 1,307

Contractors 346

Non-entity accounts 310

Total 6130

WEB SERVICES:

Total Page views annually

Extranet: 16,630,093

Intranet: 5,096,632

USER DATA

Profile and network storage: 27 TB

Group Shares: 7.5 TB

Total number of trouble tickets in 2009: 26,366

ACADEMIC APPLICATIONS:

Including web-based applications: 1,352

External E-Mail Received: 72,290,280 million per year

Approximately 124,662 emails/day classified as spam using Barracuda

Approximately 23,555 daily alerts within our Intrusion Detection System

Active Phone Lines: 559 digital; 135 VoIP; 2,074 analog



HIGH PERFORMANCE COMPUTING (HPC)

Number of Linux workstations: 40

Number of Linux users: 250

Number of HPC Supercomputers: 16 racks, with 224 nodes and 1,860 processors.

Number of Supercomputer users: 110

Current HPC disk space: 110 terabytes

EDUCATIONAL TECHNOLOGY

Forty-Eight Point Multipoint Control Unit (MCU)/Video Bridge: 1

ISDN Video-Conferencing Circuits: 165

Multimedia Presentation Systems: 132

Video-Conferencing Facilities: 14

Video Tele-Education Systems: 10

6,128 Class hours recorded and streamed via the Internet in FY08

4,964 Class hours recorded and delivered through web-conferencing system in FY08

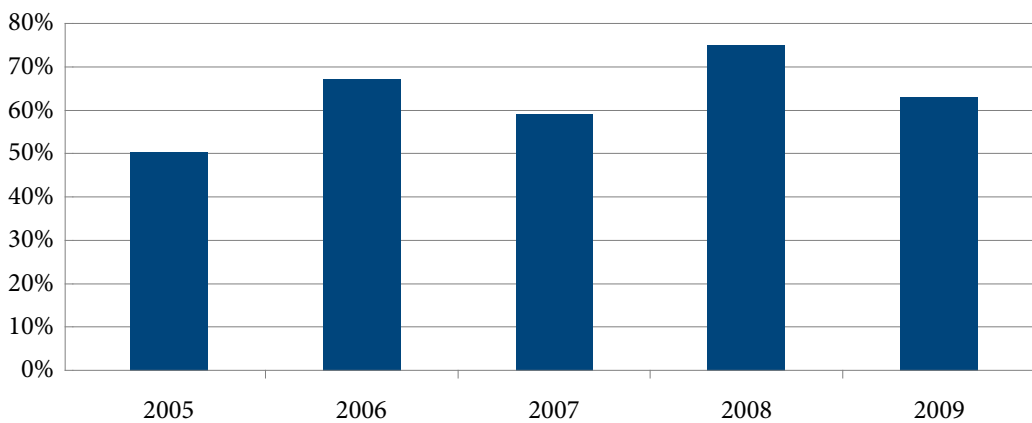
424,348 Logins to the Learning Management System in FY08

4,705 Courses hosted on the Learning Management System

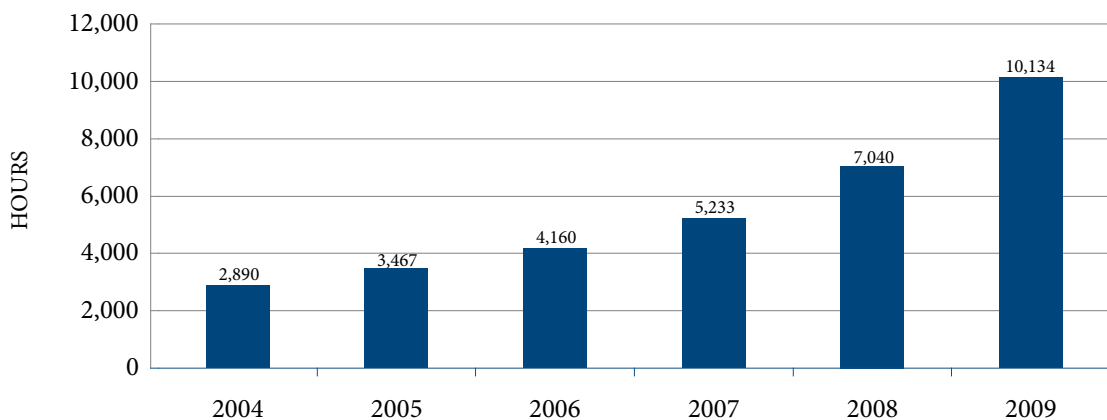
Source: Information Technology and Communication Services



PERCENTAGE OF SPAM BLOCKED

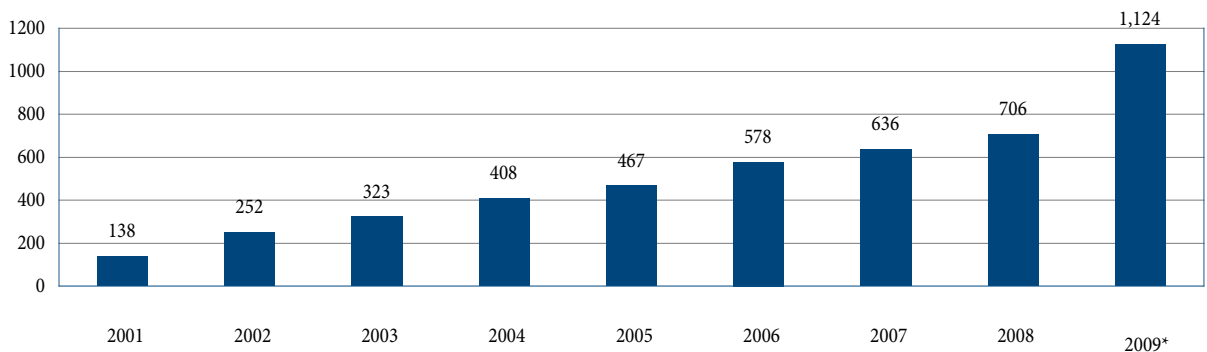


CLASS CONTENT CAPTURED ON STREAMING MEDIA

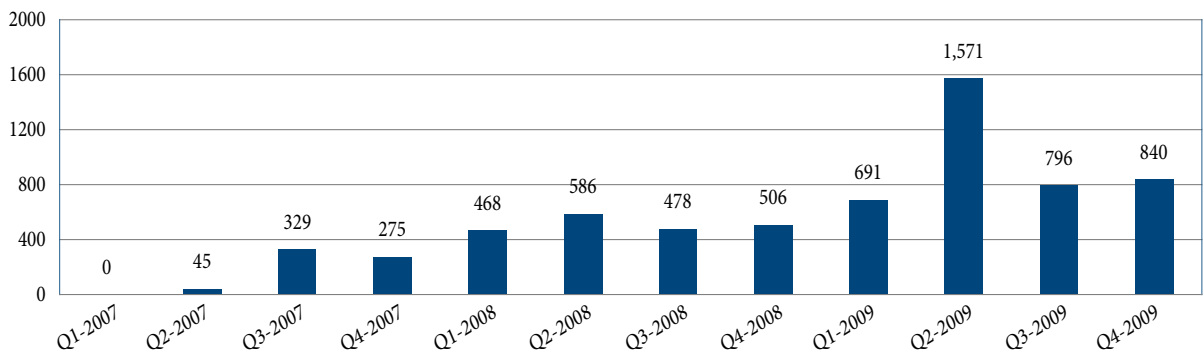


Source: Information Technology and Communication Services

LEARNING MANAGEMENT SYSTEM COURSES (LMS) CREATED



WEB-BASED SYNCHRONOUS COLLABORATION SESSIONS (SCS)



Source: Information Technology and Communication Services

INFORMATION TECHNOLOGY AND COMMUNICATION SERVICES PARTNERSHIPS

CORPORATION FOR EDUCATION NETWORK INITIATIVES IN CALIFORNIA (CENIC)

State research and education network (CalREN) links University of California campuses and system, California State University campuses and system, University of Southern California, Cal Tech, Stanford University and the Naval Postgraduate School, as well as providing connectivity to other national high-speed networks such as LambdaRail and Internet2

INTERNET2

National high-speed, high capacity network; U.S. university-led consortium with partners in industry and government accelerating development of tomorrow's internet.

DEFENSE RESEARCH ENGINEERING NETWORK (DREN)

DoD's recognized research and engineering network. Robust, high-capacity, low-latency nationwide network that provides connectivity between and among the HPCMP's geographically dispersed High Performance Computing (HPC) user sites, HPC Centers, and other networks.

MONTEREY PENINSULA DEPARTMENT OF DEFENSE NET

Regional DoD consortium with physical infrastructure linking Fleet Numerical Meteorology and Oceanography Center, Naval Research Laboratory, Defense Language Institute, Defense Manpower Data Center, Naval Postgraduate School, and the Defense Personnel Security Research Center

NAVY HIGHER EDUCATION IT CONSORTIUM

Naval Postgraduate School, Naval War College, and Naval Academy CIOs working to develop higher education-based collaborations to maximize effectiveness of technology use at each of the three institutions.

CENTER FOR ASYMMETRICAL WARFARE; PT. MUGU, CA

Educational and research partners of NPS that have established links to our distributed technology tools; Synchronous Collaboration System, Learning Management System, Video capture, Video editing system and Podcasting. This partnership has lead to other educational partnerships to include Commander Navy Installation Command (CNIC) which will be using NPS' Synchronous Collaboration Tool to deliver educational content to over 150 students.

UNIVERSITY CALIFORNIA SAN DIEGO—CALIT2

Membership in the Optiputer initiative serving as the optical networking foundation for research and supercomputer collaborations between NPS and more than two dozen universities around the world

DOD EDUCATIONAL INFORMATION SECURITY WORKING GROUP

23 DoD educational institutions that focus on network and information security - collaborate electronically throughout the year to solve security related problems

CINEGRID

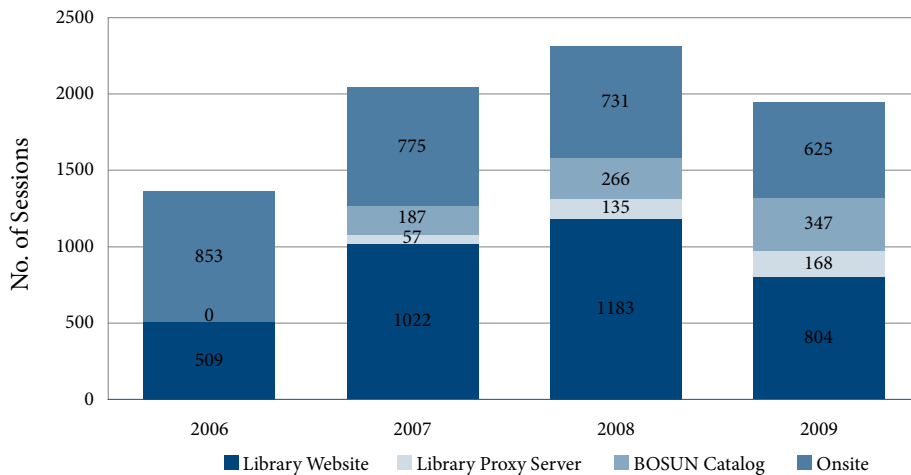
Interdisciplinary community focused on the research, development, and demonstration of networked collaborative tools to enable the production, use and exchange of very-high quality digital media over photonic networks

CENTRAL COAST BROADBAND CONSORTIUM

Led by personnel from California State University Monterey Bay, Dr. Christine Cermak and representatives from the Central Coast Broadband Consortium (CCBC) – County Administrator Lew Bauman, Asst. City Manager Fred Cohn, Monterey County CIO Virgil Schwab, and staff from the Monterey County Business Council – work initiatives that facilitate improvements to telecommunications infrastructure for the central coast.

Source: Information Technology and Communication Services

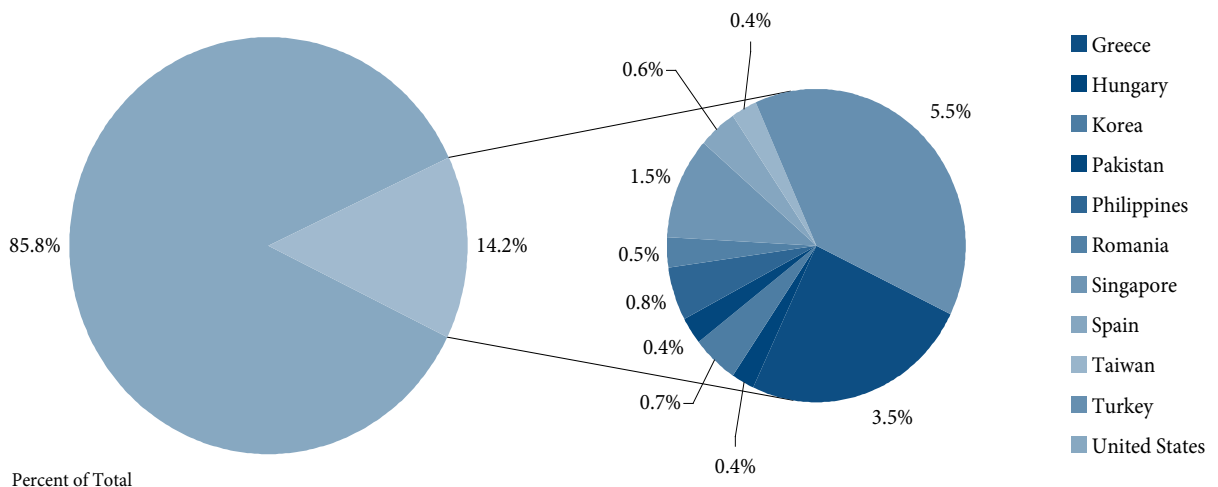
LIBRARY AVERAGE DAILY (ONSITE) VIRTUAL VISITS



FY06- Data unavailable for Proxy and BOSUN visitors

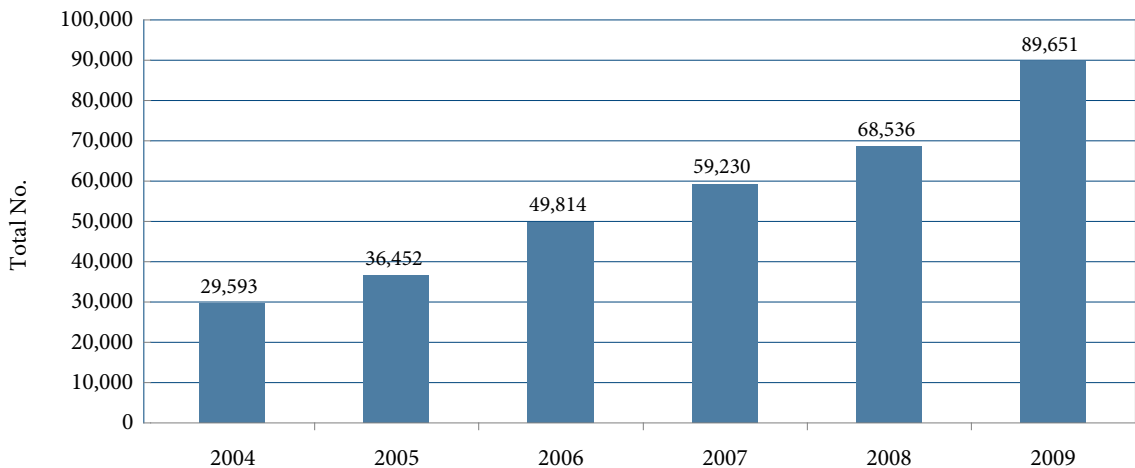
NPS ALUMNI REGISTERED FOR LIBRARY ACCESS TOP COUNTRIES, FY 2009

NPS ALUMNI LIBRARY ACCESS. Eligible USA and international alumni can access select licensed library resources useful in keeping up with issues important to their career. Students can register online and utilize these resources via the Dudley Knox Library, Alumni Access web page.



Source: Dudley Knox Library

ELECTRONIC RESOURCES



TOP 10 DOWNLOADS 2009

Submarine Warfare Bibliography
 Battle of Midway Bibliography
 Sea Mines Bibliography
 Info. Warfare Bibliography
 Chem/Bio/Nuc Terrorism Bibliography
 Intelligence & Policy Making Bibliography
 Web course: Searching the Deep Web
 Web course: Searching the Web More Efficiently
 Bibliography of Professional Military Education
 Vietnam Prisoners of War (POW) Bibliography

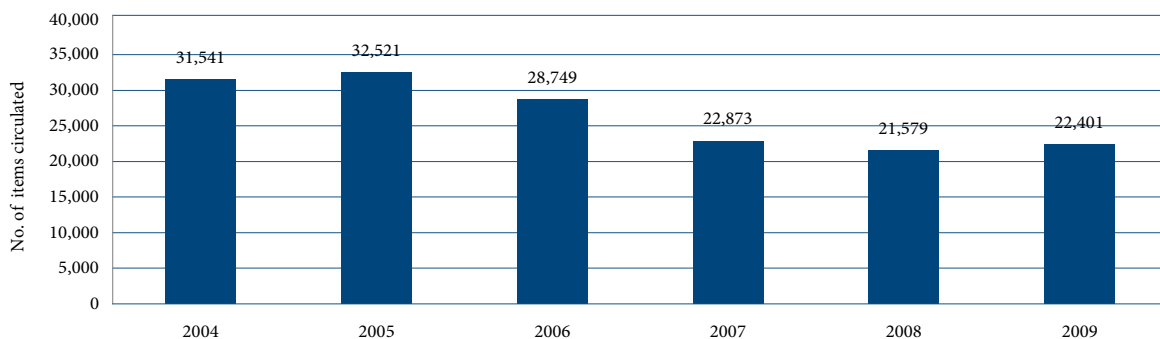
TOP 10 SEARCH TERMS - 2009

NUMBER OF SESSIONS & SEARCH TERM

9,140	Terrorist groups
3,047	Terrorism
1,343	Terrorist group
812	Air Force knowledge online
668	Air Force portal
623	CNAF instructions
593	NPS library
568	Abu Sayyaf group
563	Navy clip art
553	Military maps

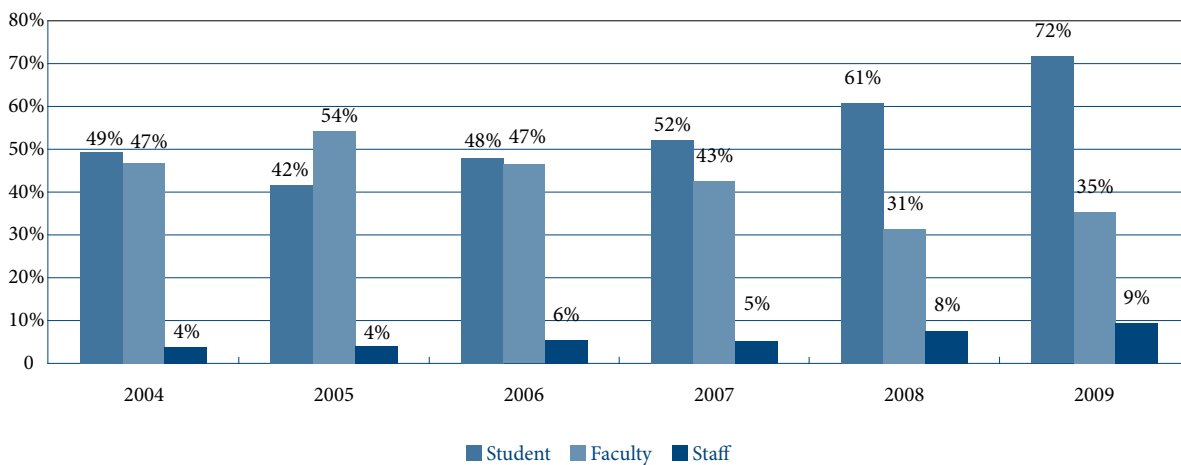
Source: Dudley Knox Library

CIRCULATION OF LIBRARY MATERIAL



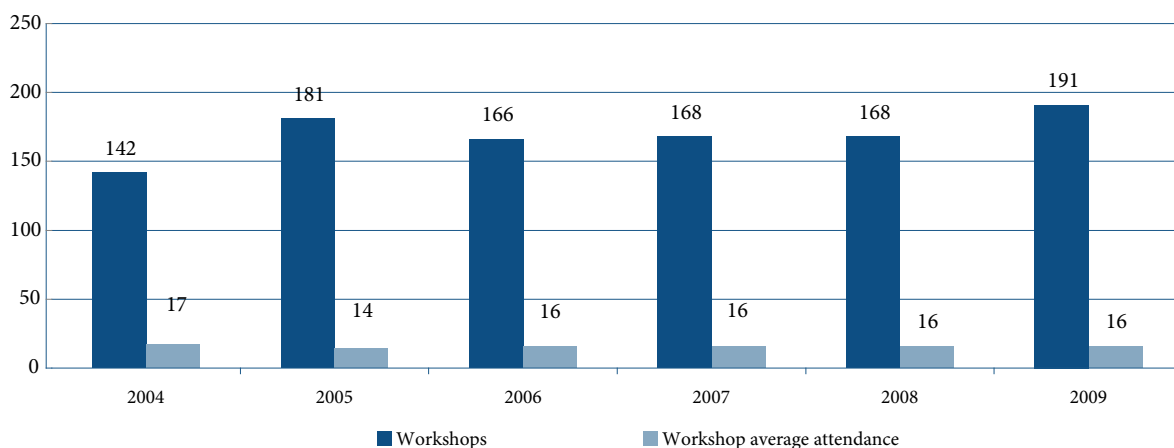
* Interlibrary Loan items no longer included in circulation statistics beginning AY 2007

INTERLIBRARY LOAN BORROWING FROM OUTSIDE LIBRARIES BY PATRON TYPE



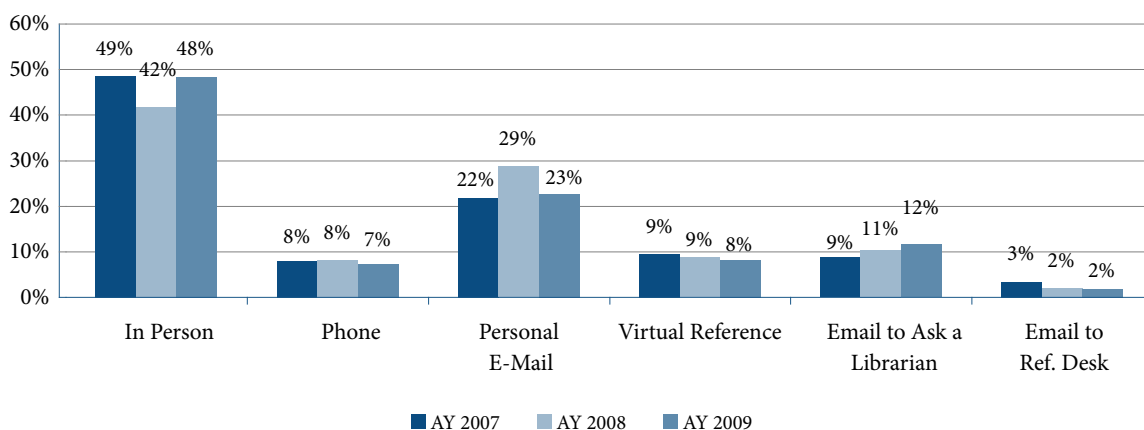
Source: Dudley Knox Library

WORKSHOPS OFFERED



Represents both Internal - within DKL & External - in classroom with faculty/students

REFERENCE/RESEARCH SUPPORT BY MODE OF QUERY TYPE



Source: Dudley Knox Library

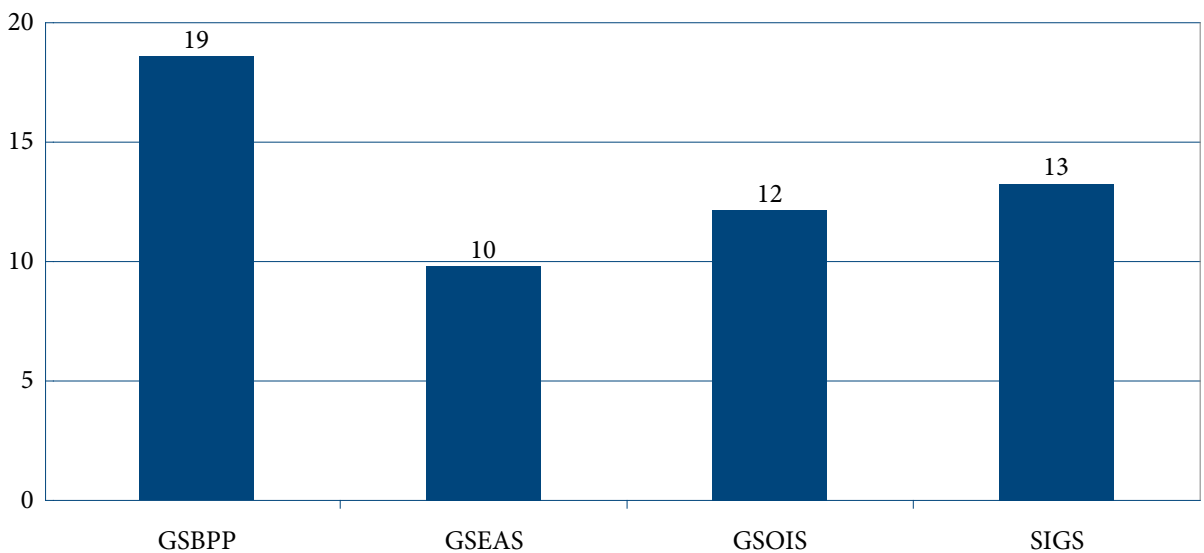
ACADEMIC FACILITIES

FUNCTION	QUANTITY	DESCRIPTION	TOTAL COST
Baseline Classroom	77	Traditional classroom with multi-media projection system and instructor computer. This is the minimum baseline technology for all traditional classrooms.	\$16,050
Laptop-Ready Classroom	1	Baseline classroom with AC electrical and LAN ports run to each seat for connecting laptops.	\$21,050
Computer-Equipped Classroom	10	Baseline classroom or lab with networked PCs and AC at each student seat.	\$74,403
VTE Classroom	4	Video tele-education classroom. Traditional style classroom augmented with videoconferencing technology, specialized video display system, instructor PC, document camera, VCR, microphones, loudspeakers, and audiovisual routing matrix.	\$118,400
VTE Studio	3	Video tele-education teaching studio. Enhanced version of Type 3a VTE Classroom, but without seats for local students. Used for VTE programs with only remote students. Includes large rear-screen projection system.	\$131,400
Video Instruction Suites	3	Video studios equipped for VTE or Elluminate use.	\$61,233
VTC Equipped Classroom	3	Traditional or computer equipped classrooms with videoconferencing capability. Not equipped for VTE. NOTE: This is an enhancement to the existing facilities and does not represent additional rooms.	\$42,500
Secure Classrooms	3	Traditional classrooms with baseline AV capabilities in SCIF and STBL	\$18,050
LCR Windows	15	Public Learning Resource Centers. Equipped with networked computers for student use, instructor computer, networked printer. Commonly used as a computer classroom on an irregular basis.	\$103,470
LRC Unix/Linux	3	Public Learning Resource Centers. Equipped with networked computers for student use, instructor computer, networked printer. Commonly used as a computer classroom on an irregular basis.	\$143,650

Source: Instructional Technology



ON-CAMPUS AVERAGE CLASS SIZE BY SCHOOL, 2009



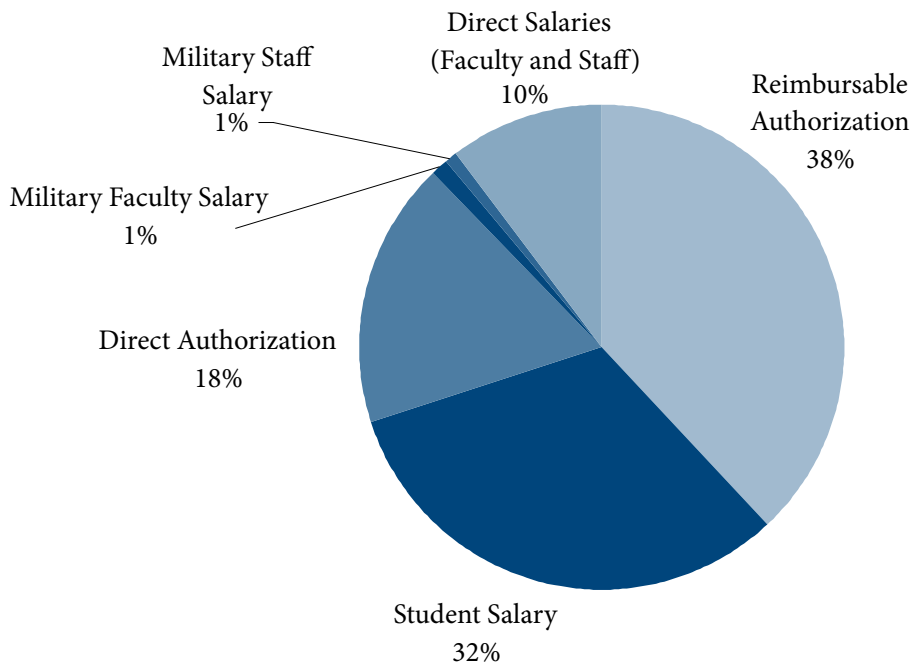
SCHOOL	AVERAGE CLASS SIZE
Graduate School of Business and Public Policy (GSBPP)	19
Graduate School of Engineering and Applied Sciences (GSEAS)	10
Graduate School of Operational and Information Sciences (GSOIS)	12
School of International Graduate Studies (SIGS)	13
NPS Average Class Size	14

Source: Office of Institutional Research



FINANCIAL

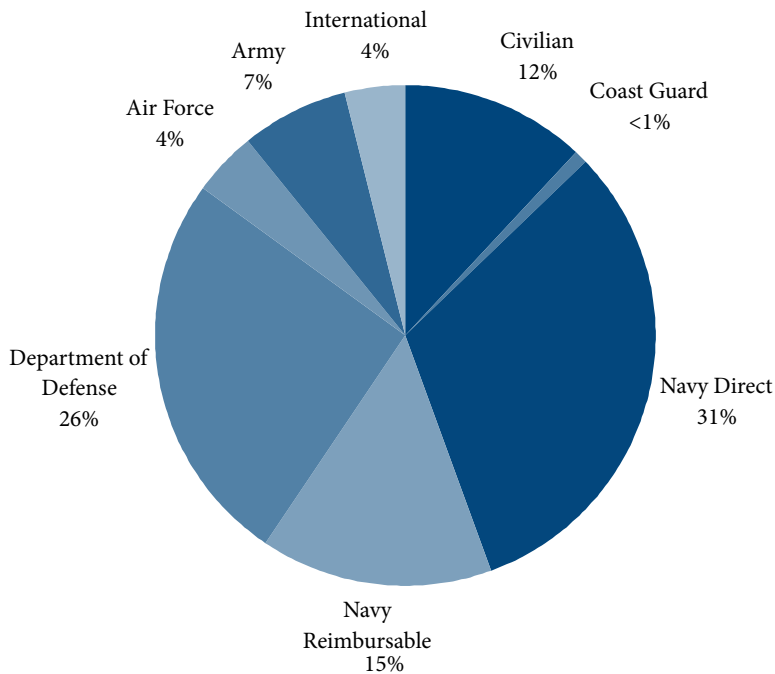
TOTAL OPERATIONS & MILITARY SALARY BUDGET BY SOURCE, FY 2009



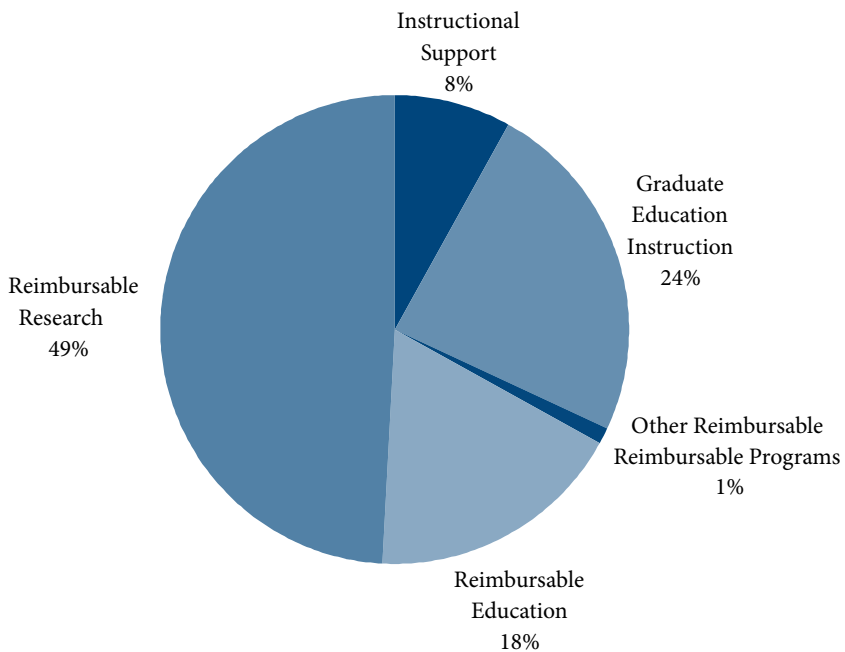
Budget Item	\$ Allocated (in millions)
Reimbursable Authorization	\$207.0
Student Salary	\$174.9
Direct Authorization	\$96.2
Military Faculty Salary	\$6.7
Military Staff Salary	\$5.1
Direct Salaries (Faculty and Staff)	\$55.6
Total	\$545.5

Source: Comptroller

NPS FY 2009 REVENUES BY SOURCE DIRECT AND REIMBURSABLE

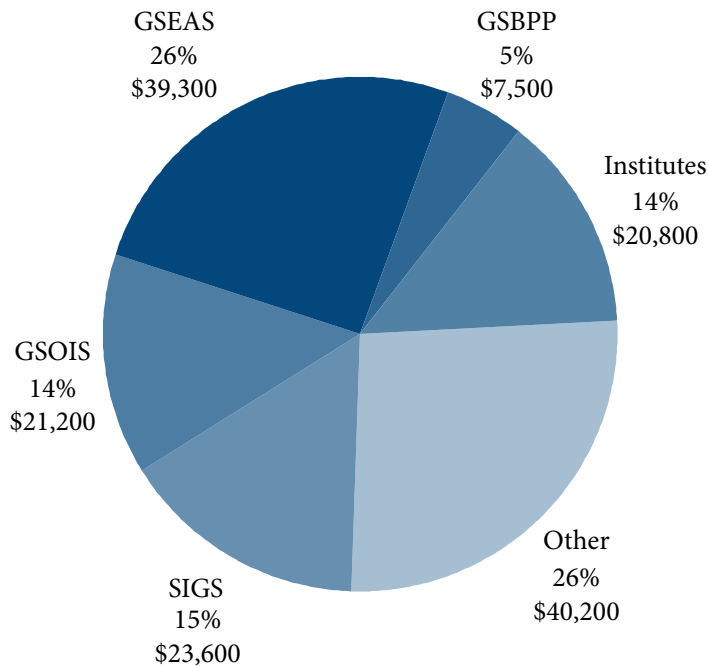


NPS FY 2009 EXPENDITURES BY CATEGORY DIRECT AND REIMBURSABLE \$303.1 MILLION

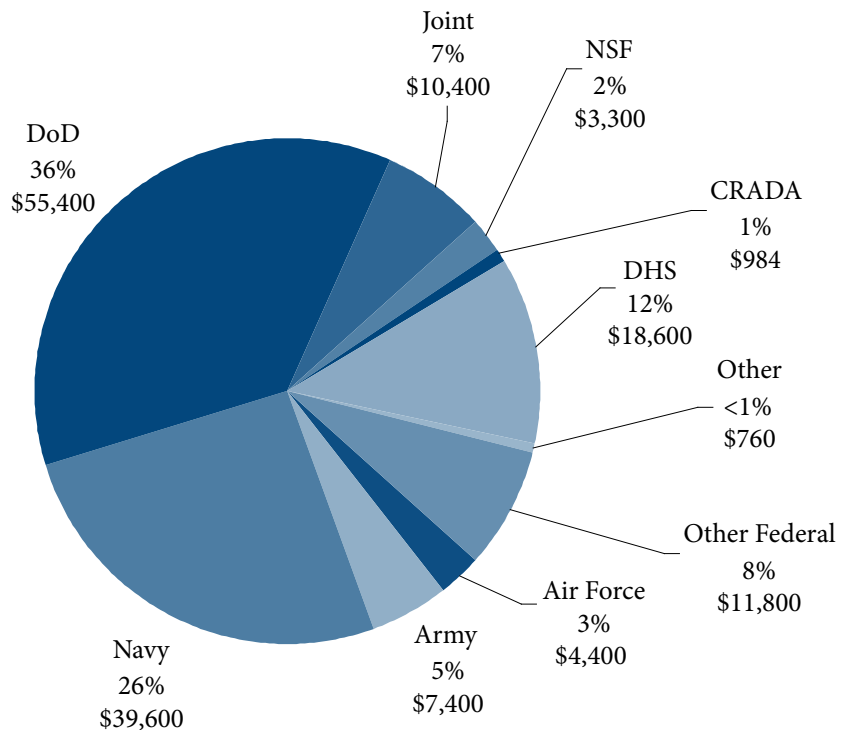


Source: Comptroller

SPONSORED PROGRAM EXPENDITURES 2009 BY NPS ORGANIZATION (IN THOUSANDS OF DOLLARS)



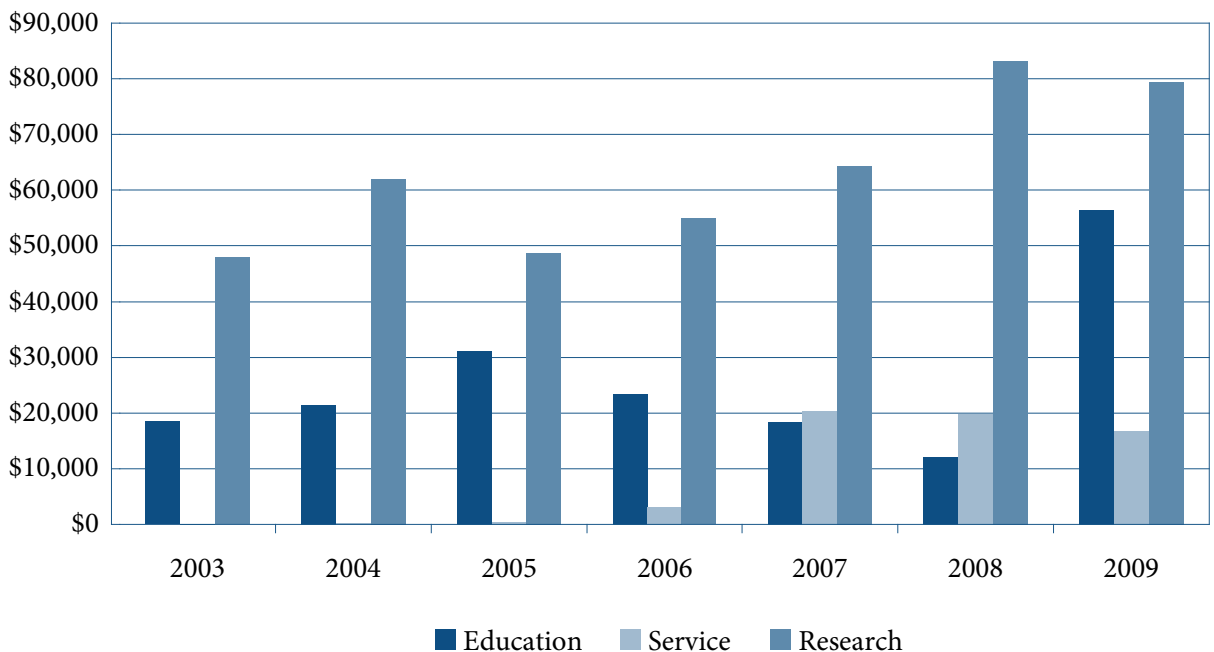
SPONSORED PROGRAM EXPENDITURES 2009 BY SPONSOR (IN THOUSANDS OF DOLLARS)



Source: Research Office



SPONSORED PROGRAMS EXPENDITURES TRENDS SINCE 2003 (IN THOUSAND DOLLARS)



	2003	2004	2005	2006	2007	2008	2009
Education	\$18,489	\$21,473	\$31,185	\$23,395	\$18,301	\$12,060	\$56,462
Service	\$155	\$273	\$501	\$3,091	\$20,285	\$19,846	\$16,786
Research	\$47,965	\$62,050	\$48,744	\$54,875	\$64,353	\$83,302	\$79,352

Source: Research Office



1 UNIVERSITY CIRCLE
MONTEREY, CALIFORNIA 93943
831.656.3649
WWW.NPS.EDU